VETERANS AFFAIRS CANADA

2014–15

REPORT ON PLANS AND PRIORITIES

The Honourable Julian Fantino, PC, MP
Minister of Veterans Affairs

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ESTIMATES

PART III - Departmental Expenditure Plans: Reports on Plans and Priorities

Purpose
Reports on Plans and Priorities (RPP) are individual expenditure plans for each department and agency. These reports provide increased levels of detail over a three-year period on an organization's main priorities by strategic outcome, program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, Reports on Plans and Priorities serve to inform members of Parliament on planned expenditures of departments and agencies, and support Parliament's consideration of supply bills. The RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

Estimates Documents
The Estimates are comprised of three parts:

Part I - Government Expenditure Plan - provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II - Main Estimates - supports the appropriation acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III - Departmental Expenditure Plans - consists of two components:

- Report on Plans and Priorities (RPP)
- Departmental Performance Report (DPR)

DPRs are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs.

The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support Appropriation Acts presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary

Estimates also provide information on changes to expenditure forecasts of major statutory items as well as on such items as: transfers of funds between votes; debt deletion; loan guarantees; and new or increased grants.

For more information on the Estimates, please consult the Treasury Board Secretariat website[i].

Links to the Estimates
As shown above, RPPs make up part of the Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP), and an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates as well as any other amounts that have been approved through a Treasury Board submission up to February 1st (See Definitions section). This readjusting of the financial figures allows for a more up-to-date portrait of planned spending by program.

Changes to the presentation of the Report on Plans and Priorities
Several changes have been made to the presentation of the RPP partially to respond to a number of requests - from the House of Commons Standing Committees on Public Accounts (PAC - Report 15[ii]), in 2010; and on Government and Operations Estimates (OGGO - Report 7[iii]), in 2012 - to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval.

- In Section II, financial, human resources and performance information is now presented at the Program and Sub-program levels for more granularity.
- The report's general format and terminology have been reviewed for clarity and consistency purposes.
- Other efforts aimed at making the report more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

How to read this document
RPPs are divided into four sections:

Section I: Organizational Expenditure Overview

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as basic financial and human resources information. This section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year the department was established, and the main

legislative authorities. This subsection is followed by a new subsection entitled Organizational Context, which includes the *Raison d'être*, the Responsibilities, the Strategic Outcomes and Program Alignment Architecture, the Organizational Priorities and the Risk Analysis. This section ends with the Planned Expenditures, the Alignment to Government of Canada Outcomes, the Estimates by Votes and the Contribution to the Federal Sustainable Development Strategy. It should be noted that this section does not display any non-financial performance information related to programs (please see Section II).

Section II: Analysis of Program(s) by Strategic Outcome(s)

This Section provides detailed financial and non-financial performance information for strategic outcomes, Programs and sub-programs. This section allows the reader to learn more about programs by reading their respective description and narrative entitled "Planning Highlights". This narrative speaks to key services or initiatives which support the plans and priorities presented in Section I; it also describes how performance information supports the department's strategic outcome or parent program.

Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statement of operations and a link to supplementary information tables regarding transfer payments, as well as information related to the greening government operations, internal audits and evaluations, horizontal initiatives, user fees, major crown and transformational projects, and up-front multi-year funding, where applicable to individual organizations. The reader will also find a link to the *Tax Expenditures and Evaluations*, produced annually by the Minister of Finance, which provides estimates and projections of the revenue impacts of federal tax measures designed to support the economic and social priorities of the Government of Canada.

Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

Definitions

Appropriation
Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary Vs. Non-budgetary Expenditures
Budgetary expenditures - operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to crown corporations.
Non-budgetary expenditures - net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Expected Result
An outcome that a program is designed to achieve.

Full-Time Equivalent (FTE)
A measure of the extent to which an employee represents a full person-year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada Outcomes
A set of high-level objectives defined for the government as a whole.

Management Resources and Results Structure (MRRS)
A common approach and structure to the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental programs (e.g., program costs, program expected results and their associated targets, how they align to the government's priorities and intended outcomes, etc.) and establishes the same structure for both internal decision making and external accountability.

Planned Spending
For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board (TB) submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014–15 Main Estimates.

Program
A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

Program Alignment Architecture
A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcome(s) to which they contribute.

Spending Areas
Government of Canada categories of expenditures. There are four spending areas[iv] (social affairs, economic affairs, international affairs and government affairs) each comprised of three to five Government of Canada outcomes.

Strategic Outcome
A long-term and enduring benefit to Canadians that is linked to the department's mandate, vision, and core functions.

Sunset Program
A time-limited program that does not have on-going funding or policy authority. When the program is set to expire, a decision must be made as to whether to continue the program. (In the case of a renewal, the decision specifies the scope, funding level and duration).

Whole-of-Government Framework
A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their Programs to a set of high level outcome areas defined for the government as a whole.

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Minister's Message

Veterans Affairs Canada has a significant agenda in the year ahead and beyond. This report lays out the plans to address the needs of Canada's Veterans and their families. For the planning period, we will continue to focus on areas that will have the most tangible, positive impact on those we are honoured to serve.

The Department will review policy and program areas such as the New Veterans Charter, mental health, and post-military employment to ensure Veterans have the support they need and deserve. Clear information, fast and trouble-free support and honouring the service and sacrifice of those who wore our nation's uniform remain top priorities for the Department.

Cutting red tape and providing the best possible service for Veterans, their families and others looking for help is a major focus. The Department is simplifying processes, making greater use of technology and offering information in plain language. In addition, an ongoing commitment is the planned transfer of Ste. Anne's Hospital to the Government of Quebec.

Another way we honour Canada's men and women in uniform is by commemorating their service. A number of activities are being planned for 2014, to mark significant military milestones such as the centennial of the start of the First World War in 1914, and the 75th anniversary of the start of the Second World War in 1939. On behalf of all Veterans, the Department is working to see that these major anniversaries are properly recognized.

Moving forward on the activities detailed in this report, the Department will continue to listen to those whose ideas and input help shape its direction. Included among that list are the Veterans Ombudsman and others, whose wisdom helps guide us going forward.

The nation's Veterans are dear to the hearts of Canadians, who are always willing to share their thoughts with us. I welcome their opinions, and look forward to continuing to work with the personnel of Veterans Affairs Canada in serving all Veterans with the dignity, honour and fairness they have earned.

Sincerely,

The Honourable Julian Fantino, PC, MP
Minister of Veterans Affairs

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: The Honourable Julian Fantino, PC, MP

Deputy Head: Mary Chaput, Deputy Minister

Ministerial Portfolio: Veterans Affairs

Year Established: 1923

Main legislative authorities:
- Department of Veterans Affairs Act[v]
- Canadian Forces Members and Veterans Re-establishment and Compensation Act[vi] (The New Veterans Charter)
- Pension Act[vii]

Organizational Context

Raison d'être

Canada's development as an independent country with a unique identity stems partly from its proud military achievements. Veterans Affairs Canada (VAC) exists to help those whose courageous efforts gave us this legacy and contributed to Canada's growth as a nation.

Veterans Affairs Canada's mandate is set out in the *Department of Veterans Affairs Act*. It charges the Minister of Veterans Affairs with responsibility for "the care, treatment, or re-establishment in civil life of any person who served in the Canadian Forces or Merchant Navy or in the naval, army, air forces or merchant navies of Her Majesty, of any person who has otherwise engaged in pursuits relating to war, and of any other person designated . . . and the care of the dependants or survivors of any person referred to." Veterans Affairs Canada is also responsible for keeping alive the achievements and sacrifices of those who served Canada in times of war, military conflict and peace.

Responsibilities

Veterans Affairs Canada

Veterans Affairs Canada achieves its mandate by providing services and benefits that respond to the needs of Veterans, other individuals and their families. The Department has three main roles:

- **Provider** of disability compensation and financial support: Veterans Affairs Canada administers programs which recognize and compensate for the disabling effects of

service-related disabilities. The Department also provides financial support and assistance when career-ending or service-related disabilities affect one's ability to earn an income.

- **Funder** for health care and re-establishment services: The Department works with multiple levels of government to ensure access to health programs that enhance the well being of Veterans and other eligible individuals and promote independence. The Department also provides financial support to Veterans and their families to ease their transition to civilian life.

- **Catalyst** for national and international remembrance: The Department keeps alive the achievements and sacrifices of those who served Canada in times of war, military conflict and peace, and promotes the importance of these efforts on Canadian life as it is today. Veterans Affairs Canada fosters remembrance of the contributions made by Canada's war dead and Veterans and maintains and operates 14 memorial sites in Europe.

What Veterans Affairs Canada Does

Veterans Affairs Canada supports the men and women who put their lives at risk defending this country and its values. The Department provides services and support to over 200,000 people, including war service and Canadian Armed Forces (CAF) Veterans and their families and/or survivors; men and women currently serving in the CAF plus their families, Royal Canadian Mounted Police (RCMP) members and Veterans, and others. The Department's social and financial programs include disability benefits, allowances, pension advocacy, health care, and commemoration. These programs are intended to recognize the sacrifices of Veterans during times of war, conflict and peace, and to compensate them for the various hardships they suffer—such as physical or emotional disabilities, or lost economic opportunities. VAC also provides a number of innovative health and social services, and offers free legal advice and representation to Veterans who are dissatisfied with departmental decisions related to their applications for disability benefits.

Canada's Veterans population is diverse, reflecting the remarkable breadth of this country's contributions to world peace. It is important for VAC to make sure that services and benefits respond effectively to the varied needs of the people served.

In addition, the Department honours our Veterans through commemoration, recognizing Veterans' past service to this country and keeping alive the memory of their achievements and sacrifices for all Canadians.

Veterans Ombudsman

The Office of the Veterans Ombudsman helps Veterans, men and women in uniform of the CAF, members and former members of the RCMP, as well as families and other individuals, address concerns related to VAC and the *Veterans Bill of Rights*[viii]. As an impartial and independent officer, the Veterans Ombudsman reports directly to the Minister of Veterans Affairs and works to ensure that Veterans, their representatives and their families are treated fairly.

Strategic Outcomes and Program Alignment Architecture (PAA)

1 **Strategic Outcome: Financial, physical and mental well being of eligible Veterans**
- 1.1 **Program:** Disability and Death Compensation
  - 1.1.1 **Sub-Program:** Disability Pension Program
    - 1.1.1.1 **Sub-Sub-Program:** Disability Pensions
    - 1.1.1.2 **Sub-Sub-Program:** Exceptional Incapacity Allowance
    - 1.1.1.3 **Sub-Sub-Program:** Treatment Allowance
    - 1.1.1.4 **Sub-Sub-Program:** Other Allowances
  - 1.1.2 **Sub-Program:** Disability Awards
    - 1.1.2.1 **Sub-Sub-Program:** Disability Awards
    - 1.1.2.2 **Sub-Sub-Program:** Educational Assistance
- 1.2 **Program:** Financial Support Program
  - 1.2.1 **Sub-Program:** Financial Benefits
    - 1.2.1.1 **Sub-Sub-Program:** Earnings Loss
    - 1.2.1.2 **Sub-Sub-Program:** Canadian Forces Income Support
    - 1.2.1.3 **Sub-Sub-Program:** Supplementary Retirement Benefit
    - 1.2.1.4 **Sub-Sub-Program:** Permanent Impairment Allowance
  - 1.2.2 **Sub-Program:** War Veterans Allowance
- 1.3 **Program:** Health Care Program and Re-establishment Services
  - 1.3.1 **Sub-Program:** Rehabilitation
  - 1.3.2 **Sub-Program:** Career Transition Services
  - 1.3.3 **Sub-Program:** Health Care Benefits
    - 1.3.3.1 **Sub-Sub-Program:** Health Care Benefits and Services
    - 1.3.3.2 **Sub-Sub-Program:** Health Benefits Program - PSHCP
  - 1.3.4 **Sub-Program:** Veterans Independence Program
    - 1.3.4.1 **Sub-Sub-Program:** VIP - Home Care Benefits and Services
    - 1.3.4.2 **Sub-Sub-Program:** VIP - Other Services
  - 1.3.5 **Sub-Program:** Intermediate and Long Term Care
    - 1.3.5.1 **Sub-Sub-Program:** Non-departmental institutions - VIP
    - 1.3.5.2 **Sub-Sub-Program:** Non-departmental institutions - Long Term Care
  - 1.3.6 **Sub-Program:** Ste. Anne's Hospital

2 **Strategic Outcome: Canadians remember and demonstrate their recognition of all those who served in Canada's efforts during war, military conflict and peace**
- 2.1 **Program:** Canada Remembers Program
  - 2.1.1 **Sub-Program:** Public Education and Awareness
  - 2.1.2 **Sub-Program:** Ceremonies and Events
  - 2.1.3 **Sub-Program:** Partnerships and Collaborations
  - 2.1.4 **Sub-Program:** Memorials and Cemetery Maintenance
  - 2.1.5 **Sub-Program:** Funeral and Burial Program

3 **Strategic Outcome: Veterans' rights to services and benefits that address their needs are considered by the Veterans Affairs Portfolio**[1]
- 3.1 **Program:** Veterans Ombudsman

Internal Services

[1] Portfolio includes Veterans Affairs Canada and the Veterans Review and Appeal Board (VRAB). The Office of the Veterans Ombudsman provides information and referrals, and addresses complaints, emerging and systemic issues related to programs and services provided or administered by VAC. The OVO also addresses systemic issues related to the VRAB.

Organizational Priorities

This section provides an overview of the Department's priorities for 2014–2015. The list focuses on the strategic activities that are most crucial, at this time, to VAC's success in achieving its mandate.

Veterans Affairs Canada

Priority	Type	Strategic Outcomes, Programs or Sub-Programs
Improve service for Veterans and their families	• Ongoing	**Strategic Outcome 1** Programs ▪ 1.1 Disability and Death Compensation ▪ 1.2 Financial Support Program ▪ 1.3 Health Care Program and Re-establishment Services

Description

Why is this a priority?

VAC's goal is to provide efficient access to benefits and services, and to help Veterans and their families make a successful transition from military life to civilian life. The Department will continue to offer professional services, provided by capable staff members who have an understanding of military culture. VAC will continue cutting red tape to make policies and programs less complicated and access to services easier.

What are the plans for meeting this priority?

- Support a comprehensive review of the New Veterans Charter, with a special focus on the most seriously injured Veterans, support for families and the delivery of programs.
- Continue implementation, assessment and improvement of VAC's mental health care strategy, including its Suicide Prevention Action Plan, with partners.
- Implement new and improved standards for delivering services while continuing to streamline decision making.
- Work in coordination with the CAF and implement National training initiatives to further enhance case management services for Veterans.
- Implement a comprehensive strategy aimed at addressing Veteran homelessness.
- Work with other government departments and other partners to implement initiatives to help Veterans find employment in the public and private sectors.
- Increase the online accessibility of information on VAC's programs and services.
- Develop an integrated strategy for delivering faster online service and support for Veterans.
- Implement a research framework to support policy decisions.

Priority	Type	Strategic Outcomes, Programs or Sub-Programs
Honour those who served Canada	• Ongoing	**Strategic Outcome 2** Program ▪ 2.1 Canada Remembers Program

Description

Why is this a priority?

VAC exists, in part, to express the immense gratitude of a nation to those who have protected Canadian values in times of war, military conflict and peace. Part of expressing that gratitude includes commemoration. Veterans, both traditional and modern-day, are direct links to Canadian history and identity.

What are the plans for meeting this priority?

- Mark the 100th anniversary of the First World War, the 75th anniversary of the Second World War and other significant military milestones.
- Commemorate the post-Korea missions of the Canadian Armed Forces and increase awareness of the legacy of Canadian Veterans.
- Begin work on a new permanent Visitor Centre at the Canadian National Vimy Memorial in France to be opened in time for the 100th anniversary of the Battle of Vimy Ridge (April 9, 2017).

Priority	Type	Strategic Outcomes, Programs or Sub-Programs
Transfer of Ste. Anne's Hospital	• Ongoing	**Strategic Outcome 1** Program ▪ 1.3 Health Care Program and Re-establishment Services o Sub Program 1.3.6 Ste. Anne's Hospital

Description

Why is this a priority?

It has been a long-standing policy of the Government of Canada to transfer hospitals to the provinces, thereby respecting provincial jurisdiction in matters of heath care. Ste. Anne's Hospital is the last remaining federally owned Veterans hospital.

Transferring this institution to the Government of Quebec offers a number of benefits: it takes advantage of Ste. Anne's expertise in geriatrics and psycho-geriatrics, maximizes offers of employment for current staff, and increases provincial hospital space for other non-Veteran patients. The Government's priority pre and post-transfer is to ensure that eligible Veterans continue to have priority access to Ste. Anne's Hospital and to exceptional care and services in the official language of their choice. Under no circumstances will the level of care for Veterans be compromised.

What are the plans for meeting this priority?

- Priority access to high quality care and services for Veterans, and the interests of employees and official languages will continue to be key considerations.
- Keep Veterans, staff, and other stakeholders informed about the process.
- Maximize the capacity of Ste. Anne's Hospital, so that it can continue to provide care and services, and maintain its level of staff expertise.

Priority	Type	Strategic Outcomes, Programs or Sub-Programs
Modernize the Department	• Ongoing	Program ▪ 4.1 Internal Services

Description

Why is this a priority?

As Canada's Veteran population changes, so too do the needs and service expectations of Veterans and their families. To meet these increasingly complex needs and expectations, the Department must fundamentally change its existing processes, systems and culture to support Veterans' access to benefits and services.

What are the plans for meeting this priority?

- Increase technological capacity to deliver benefits and services.
- Modernize and upgrade internal services and systems to support Government of Canada Standardization of Back Office Services and Systems.
- Improve integration of the internal structure of the Department to improve efficiency and responsiveness.
- Develop a methodology for identifying and reporting on the costs of delivery channels that support decision making.
- Continue to engage staff on Blueprint 2020, in the development of a clear and shared vision of what Canada's public service should become in the years leading up to and beyond 2020.

Office of the Veterans Ombudsman

Priority	Type	Strategic Outcomes, Programs or Sub-Programs
Advance the Fair Treatment of the Veteran Community	• Ongoing	**Strategic Outcome 3** Program ▪ 3.1 Veterans Ombudsman

Description

Why is this a priority?

The Office of the Veterans Ombudsman (OVO) acts as an independent voice for all those served by the Department: Veterans, those still in uniform, and their families, as well as current and former RCMP members. Its mandate is to uphold the rights set out in the Veterans Bill of Rights. The Office is committed to ensuring that these people are treated fairly in any dispute with VAC, and also to measuring the outcomes of its interventions. The Office views fairness as an outcome that can be objectively measured in terms of the adequacy, sufficiency and accessibility of the benefits and services in place to address their needs.

What are the plans for meeting this priority?

- Intervene early in matters brought to its attention, so that any complaints, information requests and referrals are resolved in a timely manner.
- Address any emerging and systemic issues pertaining to VAC programs and to their deliveries.
- Initiate public consultation approaches—including online forums, town-hall meetings, and speaking platforms—to engage the people that VAC serves in discussions about issues and priorities.
- Engage Veterans, still serving members, RCMP, their families, and Canadians through the use of social media.
- Respond independently to requests through the *Access to Information Act*[ix] and the *Privacy Act*[x].

Risk Analysis

Veterans Affairs Canada continues to modernize the way it does business to provide better and faster service and to provide Veterans and their families with the support they need, when they need it. Assisting Veterans as they make the transition from military life is extremely important as the Department serves more modern-day Veterans. In support of this, the Department continues to enhance its Integrated Risk Management approach where linkages to plans, priorities, performance and results are made and reported on to senior management.

The table below outlines the Department's top three external risks and the steps being taken to mitigate them.

Risk	Risk Response Strategy	Link to Program Alignment Architecture
1. Service Delivery and Programs: The primary risk being mitigated by the Department is that the modernization of VAC's service delivery model will not be achieved as expected, and will not meet the needs of Veterans, Canadian Armed Forces members, and their families.	• Collaborate with the Department of National Defence to ensure the seamless delivery of benefits and services during transition. • Monitor forecasts, service standards and performance data to ensure effective service delivery. • Ensure proper contracts are in place and providing the services VAC requires. • Simplify processes to reduce complexity, redundancy and turn-around times. • Continue to enhance technology. • Invest in training for staff to ensure their skill sets align with the required competencies. • Increase collaboration between VAC head office and other offices across the country to ensure proper case management services are in place.	Strategic Outcome 1
2. Transformation-Partnerships: Despite the overall benefits, there is a risk that quality service delivery could be affected due to VAC's increasing reliance on partners and service providers in the federal, provincial and municipal governments as well as private sector.	• Communicate with partners and stakeholders to manage perceptions and to ensure awareness of changes in other jurisdictions. • Work with the Department of National Defence to ensure the seamless delivery of benefits and services during transition. • Ensure advanced planning and timely decision making occur in order to have the proper delivery mechanisms in place.	Strategic Outcomes 1 & 2

Risk	Risk Response Strategy	Link to Program Alignment Architecture
3. Ste. Anne's Hospital Transfer: While progress continues to be made, there is a risk that the successful transfer of Ste. Anne's Hospital to the Government of Quebec may not occur within the projected timeline of the project.	• Report any changes or updates in relation to the project. • Partner with areas within VAC and other federal departments to mitigate any potential loss of corporate expertise. • Continue utilizing inter-jurisdictional working groups to share information and identify potential issues for rapid resolutions. • Use the two Privacy Impact Assessments that were completed to identify the risks and mitigation strategies for information sharing with the Government of Quebec.	Strategic Outcome 1 Sub-Sub-Program 1.3.6

Veterans Affairs Canada has a well-developed Integrated Risk Management strategy which supports the Department in decision-making and priority setting. A more stringent focus on the successful management of risks and opportunities has been established with the quarterly identification and review of corporate risks which allows senior managers to consider the implications of their decisions in light of the recognized risks.

The makeup of the Veteran community is continually changing. The Department continues to monitor any risks of misalignment that may arise between its programs and services and the evolving needs of Veterans and their families. VAC continues to manage its internal environment to support sound decision-making and is developing further partnerships to help ensure that programs and services are offered in a timely and efficient manner.

For the transfer of Ste. Anne's Hospital to the Government of Quebec, Veterans Affairs Canada will mitigate any risks that would affect the quality and continuity of care for Veterans. Strategies are in place to ensure that Veterans have priority access to the Hospital and to exceptional care and services in the language of their choice.

Planned Expenditures

Budgetary Financial Resources (Planned Spending—dollars)

	2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
Veterans Affairs Canada	3,571,188,757	3,571,188,757	3,561,395,194	3,574,363,678
Office of the Veterans Ombudsman	5,790,009	5,790,009	5,790,009	5,790,009

Human Resources (Full-Time Equivalents—FTEs)

	2014–15	2015–16	2016–17
Veterans Affairs Canada	2,796	2,755	2,755
Office of the Veterans Ombudsman	38	38	38

Budgetary Planning Summary for Strategic Outcomes and Programs (dollars)

Strategic Outcomes, Programs, and Internal Services	2011–12 Expenditures[2]	2012–13 Expenditures	2013–14 Forecast Spending	2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
Strategic Outcome 1: Financial, physical and mental well being of eligible Veterans							
1.1 Disability and Death Compensation	2,261,126,982	2,141,827,143	2,135,114,341	2,131,096,720	2,131,096,720	2,113,602,522	2,104,005,522
1.2 Financial Support Program		120,356,006	163,923,937	223,360,801	223,360,801	257,306,770	293,504,770
1.3 Health Care Program and Re-establishment Services	1,106,438,704	1,095,616,261	1,165,829,588	1,100,616,904	1,100,616,904	1,082,826,508	1,069,900,758
Strategic Outcome 1 Subtotal	**3,367,565,686**	**3,357,799,410**	**3,464,867,866**	**3,455,074,425**	**3,455,074,425**	**3,453,735,800**	**3,467,411,050**
Strategic Outcome 2: Canadians remember and demonstrate their recognition of all who served in Canada's efforts during war, military conflict and peace							
2.1 Canada Remembers Program	42,869,069	42,969,111	44,970,211	50,034,622	50,034,622	43,112,623	42,700,623
Strategic Outcome 2 Subtotal	**42,869,069**	**42,969,111**	**44,970,211**	**50,034,622**	**50,034,622**	**43,112,623**	**42,700,623**
Strategic Outcome 3: Veterans' rights to services and benefits that address their needs are considered by the Veterans Affairs Portfolio							
3.1 Veterans Ombudsman	5,644,498	5,073,438	6,092,487	5,790,009	5,790,009	5,790,009	5,790,009
Strategic Outcome 3 Subtotal	**5,644,498**	**5,073,438**	**6,092,487**	**5,790,009**	**5,790,009**	**5,790,009**	**5,790,009**
Internal Services							
Internal Services Subtotal	**81,007,997**	**80,385,882**	**68,148,247**	**66,079,710**	**66,079,710**	**64,546,771**	**64,252,005**
Total	**3,497,087,250**	**3,486,227,841**	**3,584,078,811**	**3,576,978,766**	**3,576,978,766**	**3,567,185,203**	**3,580,153,687**

[2] In 2012–13 the Department's Program Alignment Architecture structure was adjusted from two to three programs under Strategic Outcome 1.

Veterans Affairs Canada delivers its mandate through three strategic outcomes along with internal services to support the programs and other corporate obligations.

The Department's first strategic outcome provides programs for the financial, physical and mental well being of eligible Veterans. The programs associated with this strategic outcome are delivered through grants, contributions and operating funds, and represent almost 97% of the Department's planned spending in 2014–15 through 2016–17. Planned spending relating to Disability and Death Compensation and Health Care Program and Re-establishment Services is decreasing each year when compared to 2013–14 forecast spending. This is a result of a reduction in the number of traditional Veterans accessing some of the Department's traditional programs, partially offset by an increase in the number of modern-day Veterans benefiting from the New Veterans Charter programs. Actual and planned spending relating to the Financial Support Program continues to increase primarily due to an increase in Veterans, their families and other program recipients accessing New Veterans Charter programs.

VAC's second strategic outcome emphasizes that Canadians remember and demonstrate their recognition of all who served in Canada's efforts during war, military conflict and peace. The programs associated with this strategic outcome are delivered through grants, contributions and operating funds. Actual and planned spending for this strategic outcome is relatively stable with the exception of planned spending in 2014–15. The increase for 2014–15 can be mostly attributed to an approved $4 million budget for advertising projects; increased funding for improving funeral benefits for Veterans; and funding to support the construction of a new permanent Visitor Centre at the Canadian National Vimy Memorial in France.

The Department's third strategic outcome ensures that Veterans' rights to services and benefits that address their needs are considered by the Veterans Affairs Portfolio. This strategic outcome is delivered through operating funds. Over the three-year planning horizon, planned spending is stable with a modest decrease when compared to 2013–14 forecasted spending.

VAC also requires internal services to support the needs of programs and other corporate obligations of the organization. Internal services are delivered through operating funds. As reflected in the Budgetary Planning Summary table, actual and planned spending is decreasing each year as the Department continues to see savings related to efficiencies in operations. These reductions relate to the implementation of Budget 2012 savings and the implementation of the Minister of Veterans Affairs' Cutting Red Tape initiative.

Any necessary in-year increases will be sought through Supplementary Estimates.

Alignment to Government of Canada Outcomes

2014–15 Budgetary Planned Spending by Whole-of-Government Spending Areas[xi] (dollars)

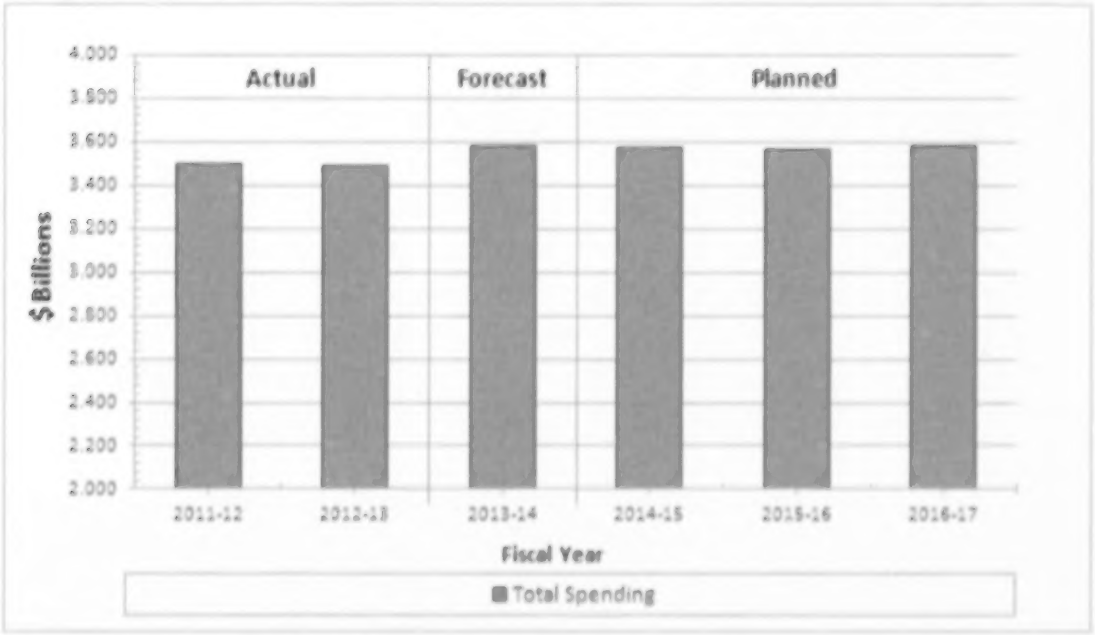
Strategic Outcome	Program	Spending Area	GoC Outcome	2014–15 Planned Spending
1) Financial, physical and mental well being of eligible Veterans.	1.1 Disability and Death Compensation	Economic Affairs	Income Security and Employment for Canadians	2,131,096,720
	1.2 Financial Support Program	Economic Affairs	Income Security and Employment for Canadians	223,360,801
	1.3 Health Care Program and Re-establishment Services	Social Affairs	Healthy Canadians	1,100,616,904
2) Canadians remember and demonstrate their recognition of all who served in Canada's efforts during war, military conflict and peace.	2.1 Canada Remembers Program	Social Affairs	A Vibrant Canadian Culture and Heritage	50,034,622
3) Veterans' rights to services and benefits that address their needs are considered by the Veterans Affairs Portfolio.	3.1 Veterans Ombudsman	Economic Affairs	Income Security and Employment for Canadians	5,790,009

Total Planned Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic Affairs	2,360,247,530
Social Affairs	1,150,651,526
International Affairs	—
Government Affairs	—

Departmental Spending Trend

Departmental Spending Trend Graph ($ billions)



Veterans Affairs Canada's budget fluctuates each year due to the demand-driven nature of its programs which are based on Veterans' needs and entitlements. In other words, a Veteran who is entitled to a benefit is paid that benefit, whether 10 or 10,000 Veterans come forward.

Total planned spending for the 2014–15 fiscal year is $3.577 billion. The majority of planned spending will be used to meet the expected results of the three strategic outcomes with only 1.9% being allocated to Internal Services. Planned spending is relatively stable over the following two years with a decrease of $9.8 million in 2015–16 before increasing by $13 million in 2016–17.

The Department continues to see an increase in the number of Canadian Armed Forces Veterans benefiting from New Veterans Charter programs. At the same time, the number of traditional war service Veterans is declining, with an average age of 88. In 2014–15, over 90% ($3.257 billion) of the Department's budget represent payments to Veterans, their families and other individuals.

The Department's grant and contribution forecast expenditures increased by over $113 million in 2013–14 when compared to 2012–13 actual expenditures. This is due to increased demand for New Veterans Charter programs, partially offset by decreased demand for the Department's traditional programs. Forecasts for grant and contributions programs do not change significantly from 2013–14 through 2016–17 ($2.692 billion to $2.705 billion), however the forecast spending for New Veterans Charter programs continues to increase while the forecast spending for traditional programs continues to decrease.

In addition, while planned spending for benefits and services to Veterans is increasing, operating costs are decreasing as the Department recognizes the need to modernize and transform the way it does business. Administrative efficiencies are the result of the Minister's Cutting Red Tape initiative and other efficiency measures. These initiatives are enabling the Department to maintain the level of benefit and services to Veterans while reducing administrative costs.

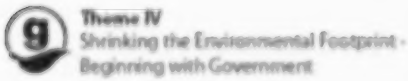
Estimates by Vote

For information on the Veterans Affairs Canada's organizational appropriations, please see the 2014–15 Main Estimates publication[xii].

Contribution to the Federal Sustainable Development Strategy (FSDS)

The 2013–16 Federal Sustainable Development Strategy (FSDS)[xiii], tabled on November 4, 2013, guides the Government of Canada's 2013–16 sustainable development activities. The FSDS articulates Canada's federal sustainable development priorities for a period of three years, as required by the *Federal Sustainable Development Act* (FSDA).

Veterans Affairs Canada contributes to Theme IV - Shrinking the Environmental Footprint - Beginning with Government as denoted by the visual identifier below.



These contributions are components of the following Program and are further explained in Section II:

- Program 4.1 Internal Services

Veterans Affairs Canada also ensures that its decision-making process considers the FSDS goals and targets through the strategic environmental assessment (SEA). An SEA for policy, plan or program proposals includes an analysis of the impacts of the proposal on the environment, including on the FSDS goals and targets. The results of SEAs are made public when an initiative is announced or approved, demonstrating that environmental factors were integrated into the decision-making process.

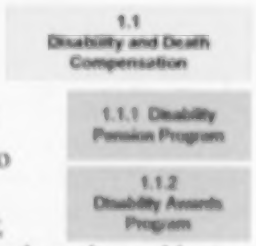
For additional details on Veterans Affairs Canada's activities to support sustainable development please see Section II of this RPP and the departmental website[xiv]. For complete details on the Strategy, please see the Federal Sustainable Development Strategy[xv] website.

Section II: Analysis of Programs by Strategic Outcomes

Strategic Outcome 1

Financial, physical and mental well being of eligible Veterans

Program 1.1: Disability and Death Compensation



Description: This program supports eligible Veterans, Canadian Armed Forces members, survivors, spouses/common-law partners, dependants and civilians whose lives have been permanently affected as a result of service to their country. In recognition of the effects of service-related disabilities or death, compensation is provided in the form of: monthly disability pensions; disability awards paid as a lump sum, annual payment or a combination of both; and monthly allowances. The amount of benefit awarded is dependent on the severity of the disability and its impact on daily functioning. This program is delivered through grants.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
2,131,096,720	2,131,096,720	2,113,602,522	2,104,005,522

Human Resources (FTEs)

2014–15	2015–16	2016–17
582.0	578.0	578.0

Performance Measurement

Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans service related disabilities are recognized	% of favourable disability benefit decisions that are made without requiring a level of review or appeal	80%	March 31, 2015

Planning Highlights

Streamlining Processes

VAC will improve the time it takes to access benefits by streamlining its business processes and increasing its use of technology. The processing time for first applications will be further reduced.

Improving Communication

The Department will continue to implement its four-year policy review cycle whereby 25% of policies are reviewed each year and available on VAC's website to help ensure that Veterans can easily access information on the benefits and services to which they are entitled.

Building on the significant improvements already made, VAC will continue improving disability letters and application forms to ensure they are written in plain language to make them clearer and easier to understand.

Leveraging Technology

VAC will increase its use of online tools. This includes giving Veterans access to information about applications and benefits, and allowing them to apply online through *My VAC Account*.

Bureau of Pensions Advocates

The Bureau of Pensions Advocates will reduce its spending on management functions and re-allocate resources to direct Veteran service.

Sub-Program 1.1.1: Disability Pension Program

Description: This program recognizes and compensates eligible Veterans as well as Canadian Armed Forces members who applied for a disability pension prior to April 1, 2006, survivors, dependants and civilians for the effects of a service related disability and/or death. Compensation is provided in the form of a monthly disability pension. Disability pensioners who are hospitalized or receiving outpatient care for their pensioned condition are eligible to receive an additional allowance for that period. This program also recognizes and compensates those in receipt of a disability pension for the distinct effects that disabilities may have on clothing, on an individual's ability to perform personal care, and exceptional health needs. This is provided through a monthly allowance. This program is delivered through grants.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1,569,540,360	1,512,421,761	1,455,421,761

Human Resources (FTEs)

2014–15	2015–16	2016–17
291.0	289.0	289.0

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans receive timely decisions on disability pension applications	% of disability pension decisions rendered within 12 weeks	80%	March 31, 2015

Planning Highlights

Streamlining Processes

VAC is implementing business processes to support faster access to disability benefits for Veterans. New applications related to hearing loss and/or tinnitus, and single knee conditions mean that these claims now go directly to the decision-maker. The Department plans to expand this process for other disabilities.

Fast-Tracking Decisions for At-Risk Veterans

The Department is improving methods to fast-track decisions for Veterans facing critical situations, including mental health needs.

Leveraging Technology

Improving service for Veterans through the use of technology remains a key and ongoing initiative. In progress efforts include the scanning of service and health records from Library and Archives Canada and the Department of National Defence, as well as electronic access to VAC services at Service Canada kiosks.

Direct Access to Decision-Makers

In addition to the help available to Veterans when they are preparing applications, before issuing a negative decision VAC decision-makers will call the Veteran directly if it appears important information is missing from the application.

Sub-Program 1.1.2: Disability Awards Program

Description: Under the New Veterans Charter in effect since April 1, 2006, this program recognizes and compensates eligible Veterans and Canadian Armed Forces members, and in some cases surviving spouses/common-law partners and surviving dependent children, for death, detention and the non-economic effects of service-related disability including pain and suffering, functional loss and the effects of permanent impairment on the lives of Canadian Armed Forces members, Veterans and their families. This program also recognizes and compensates those in receipt of a disability award for the effects that disabilities may have on clothing. Compensation is provided in the form of a monetary award paid as a lump sum, annual payment(s) or a combination of both and a monthly allowance for clothing. Educational Assistance can be provided to eligible dependants of Veterans and Canadian Armed Forces members who died as a result of military service. This program is delivered through grants.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
561,556,360	601,180,761	648,583,761

Human Resources (FTEs)

2014–15	2015–16	2016–17
291.0	289.0	289.0

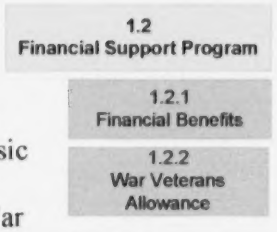
Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans receive timely decisions on applications for disability awards	% of disability award decisions rendered within 12 weeks	80%	March 31, 2015

Planning Highlights

The Planning Highlights for Sub-program 1.1.1 also apply to this sub-program.

Program 1.2: Financial Support Program



Description: This program provides income support to eligible Veterans, qualified civilians and their survivors. The intent of the support is to ensure that recipients have income which is adequate to meet their basic needs. In recognition of the effects of war time service in the case of War Service Veterans, income support may be paid in the form of a monthly War Veterans Allowance. The program also provides economic support to Canadian Armed Forces Veterans, survivors, spouses/common-law partners and dependants for the economic impact that a career ending and/or service related injury or death can have on a Veteran's ability to earn income, advance in a career or save for retirement. Compensation is provided in the form of a monthly income support payment. A lump sum supplementary retirement benefit is available to those who are totally and permanently incapacitated. There is also a monthly allowance available for those with severe and permanent impairments. This program is delivered through grants.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
223,360,801	223,360,801	257,306,770	293,504,770

Human Resources (FTEs)

2014–15	2015–16	2016–17
39.0	38.0	38.0

Performance Measurement

Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans' and other program recipients' needs for food, shelter, clothing, health care and transportation are met	% Earnings Loss Benefit recipients whose individual total annual income is above or within 5% of the Low Income Measure[3]	90%	March 31, 2015

[3] Low income Measure (LIM) is a relative measure of low income comparing households of the same size. The LIM is half the median household income for a particular household size. For example, the before-tax LIM in 2011 for a household of four was $45,440.

Planning Highlights

Streamlining Processes

Training and timely specialist support for the Financial Support Program will be provided to staff to ensure they have the knowledge needed to respond to inquiries from Veterans, their families, and other people the Department serves.

Improving Communication

VAC will continue to review and simplify its written material, including its website, application forms, and correspondence, to make them clearer and easier to understand. All forms and letters will be written in plain language.

Sub-Program 1.2.1: Financial Benefits

Description: The program provides economic support to eligible Veterans, survivors, spouses/common-law partners and dependants for the economic impact that a career ending and/or service-related injury or death can have on a Veteran's ability to earn income, advance in a career or save for retirement. Support is provided to those approved for the Rehabilitation Program; those who have completed the program and have not yet found employment; those who were eligible for the program but are unable to participate due to permanent and severe impairment; and those who have received a disability award for a physical or mental condition which causes permanent and severe impairments for which rehabilitation services have been approved. Compensation is provided in the form of monthly income support payments. A lump sum supplementary retirement benefit is available for those who are totally and permanently incapacitated. This program is delivered through grants.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
207,068,831	242,410,454	279,452,454

Human Resources (FTEs)

2014–15	2015–16	2016–17
33.1	32.3	32.3

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans' and other program recipients are able to fund food, shelter, clothing, health care and transportation	% of Canadian Armed Forces Veterans participating in the VAC Rehabilitation and Vocational Assistance Program who report that their income during their participation in the program was sufficient to meet their basic living expenses	70%	March 31, 2015

Planning Highlights

Offering online Support

VAC has created several videos (to be made available on the website) that give Veterans information about the Earnings Loss Benefit, and guide them through the process of completing their applications.

Process Improvements

The Department is developing and implementing an annual income verification process for recipients of the Earnings Loss Benefit. This process will ensure that recipients receive the correct amount of financial support.

Sub-Program 1.2.2: War Veterans Allowance

Description: This program is a form of financial assistance available to eligible Veterans, Merchant Navy Veterans, qualified civilians and their survivors, dependants and orphans. In recognition of war service, qualified persons are provided with a regular, monthly income to meet basic needs. Eligibility for War Veterans Allowance is determined by the wartime service of a Veteran or qualified civilian, age or health, family income and residency. As well, a surviving spouse, a surviving common-law partner or orphan may qualify for a War Veterans Allowance. Recipients must report all sources of income on an annual basis or as changes in income occur. War Veterans Allowance recipients may also be eligible to receive financial assistance for emergencies or unexpected contingencies through the Assistance Fund. This program uses funding from the following transfer payments: War Veterans Allowances and Civilian War Allowances, Assistance in accordance with the provisions of the *Assistance Fund Regulations*, Assistance to Canadian Veterans - Overseas District, Veterans Insurance Actuarial Liability Adjustment (statutory), Returned Soldiers Insurance Actuarial Liability Adjustment (statutory), Repayments under Section 15 of the *War Service Grants Act* (statutory) and Re-Establishment Credits under Section 8 of the *War Service Grants Act* (statutory).

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
16,291,970	14,896,316	14,052,316

Human Resources (FTEs)

2014–15	2015–16	2016–17
5.9	5.7	5.7

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans and their survivors receive timely decisions on applications for War Veterans Allowance	% of War Veterans Allowance decisions rendered within 4 weeks	80%	March 31, 2015

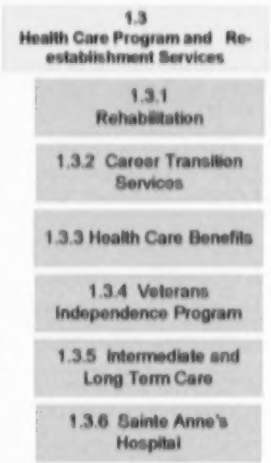
Planning Highlights

Removing the Disability Pension Income Offset

Because the disability pension is no longer considered when calculating the War Veterans Allowance (WVA), more Veterans will qualify for monthly WVA payments and related benefits (such as health-care benefits and Veterans Independence Program services).

As well, Veterans in long-term care facilities may receive higher subsidies toward their accommodation and meal fees; and Veterans and families may receive increased WVA payments.

Program 1.3: Health Care Program and Re-establishment Services



Description: This program is designed to improve or maintain the physical, mental and social well being of eligible Veterans, Reserve Force personnel on a period of Class A service or on a period of 180 days or less of Class B service in the Canadian Armed Forces, civilians, and their survivors and dependants and other individuals, promote independence, and assist in keeping them at home and in their own communities by providing a continuum of care. The program provides access to rehabilitation services, employment support, health benefits, home care and long term care. This program is delivered through operating funds, grants and contributions.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1,100,616,904	1,100,616,904	1,082,826,508	1,069,900,758

Human Resources (FTEs)

2014–15	2015–16	2016–17
1,443.0	1,437.0	1,437.0

Performance Measurement

Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans are able to remain in their own homes and communities	% of Veterans in receipt of the Veterans Independence Program who remain in their homes	90%	March 31, 2015
Payments for health care/ treatment benefits are processed in an efficient manner that reduces financial burden on recipients	% of payments made directly to providers through use of the Veterans Health Care Card (reducing out of pocket expenses for Veterans)	70%	March 31, 2015

Planning Highlights

Mental Health

Together with National Defence, the Department will work to further address and support Veterans and their families in the area of mental health and suicide prevention. This is in addition to the already improved screening, assessment and crisis intervention for those Veterans in need, front-line staff training in suicide awareness and intervention, and a 24/7 VAC telephone and short-term counselling service.

Support for Veterans' Employment

The Department will work in collaboration with other government departments and private sector and not-for-profit partners to implement initiatives to help Veterans and transitioning Canadian Armed Forces members find employment in the public and private sectors.

Support for Homeless Veterans

VAC is collaborating and partnering with other government departments, Veterans organizations, and community organizations to enhance outreach, identify, and ensure homeless Veterans have access to benefits, services and supports that meet their needs.

Federal Health Claims Processing System Contract

With the awarding of a contract in 2014 for the Federal Health Claims Processing System, pre-implementation activities to support transition will be ongoing until the contract begins August 1, 2015. The new system and services will offer enhancements, such as online claim adjudication, expanded service hours, multi-channel access to claims information and service provider web service.

Streamlining Processes

Front-line staff (e.g. case managers) will have decision-making authority for more services required in rehabilitation and vocational assistance plans.

VAC will continue working with service providers to enhance payment processing.

Sub-Program 1.3.1: Rehabilitation

Description: This program provides eligible Veterans with timely access to the medical, psychosocial and vocational rehabilitation or vocational assistance services needed to address re-establishment barriers associated with military career ending health problems or health problems resulting primarily from military service. The objectives of rehabilitation services are improved health and functional capacity, active community participation/integration and/or participation in the civilian workforce. The Rehabilitation program is delivered through a case management process, and eligible participants access medical and psychosocial rehabilitation services and benefits through community based providers. Vocational services are delivered by a national contractor. Under certain circumstances, survivors and spouses of eligible Veterans may be eligible to receive vocational assistance services and rehabilitation services. This program is delivered through operating funds.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
29,644,690	35,108,756	37,515,756

Human Resources (FTEs)

2014–15	2015–16	2016–17
28.5	28.3	28.3

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans receive timely decisions on applications for the Rehabilitation and Vocational Assistance Program	% of Rehabilitation Program eligibility decisions rendered within 2 weeks	80%	March 31, 2015
Eligible Veterans have the knowledge, skills and abilities to achieve their occupational goal	% of program recipients who report they are "very prepared" or "somewhat prepared" to find suitable employment at program completion	80%	March 31, 2015
	% of program recipients who report they are "very prepared" or "somewhat prepared" to keep suitable employment at program completion	80%	March 31, 2015

Planning Highlights

Training Staff

Case managers will receive comprehensive training on rehabilitation plans for Veterans. This includes further training on decision-making to ensure that they have the knowledge to make, record, and communicate the decisions which have been delegated to their position.

Implementing Program Compliance

A Rehabilitation and Vocational Assistance Program compliance framework and monitoring plan is being developed and will be implemented to ensure that the program consistently complies with relevant laws, authorities, policies, standards, and business processes.

Sub-Program 1.3.2: Career Transition Services

Description: This program supports the transition to civilian life of eligible Veterans and survivors by providing access to services that will assist them in having the knowledge, skills and plan necessary to prepare for and obtain suitable civilian employment. Veterans Affairs Canada will reimburse eligible Veterans and survivors for these services, up to a lifetime maximum of $1,000 including taxes. This program uses funding from the following transfer payment: Career Transition Services.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1,171,972	1,151,439	1,157,689

Human Resources (FTEs)

2014–15	2015–16	2016–17
7.1	7.1	7.1

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans receive timely decisions on applications for Career Transition Services	% of Career Transition eligibility decisions rendered within 4 weeks	80%	March 31, 2015

Planning Highlights

Leveraging Technology

The Department will continue to improve to use technology to deliver its programs more efficiently. For example, Veterans and other applicants can submit their Career Transition Services Program applications electronically (including supporting documentation) through *My VAC Account*.

Monitoring Performance

Improved performance monitoring will help to ensure that the 4 week standard for decisions is achieved.

Sub-Program 1.3.3: Health Care Benefits

Description: In recognition of their service to the country, the program provides eligible Veterans, Reserve Force personnel on a period of Class A service or on a period of 180 days or less of Class B service in the Canadian Armed Forces, civilians and other individuals with access to treatment benefits considered to be an appropriate response to their assessed health needs. This program is delivered through operating funds.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
360,873,777	359,851,169	356,459,169

Human Resources (FTEs)

2014–15	2015–16	2016–17
214.1	212.3	212.3

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans receive timely decisions on Health Care Benefit reviews	% of Health Care Benefit review decisions rendered within 12 weeks	80%	March 31, 2015

Planning Highlights

Improving Communication

The Department will clearly communicate to Veterans the reasons for its decisions about their health care benefits. As well, online resources will give Veterans information about the benefits they are entitled to.

Fast-tracking Decisions

VAC is making it easier and quicker for seriously disabled Veterans to obtain authorizations for Health Care Benefits. This will be done by reducing the requirement for re-authorization of previously approved benefits, simplifying access to prosthetics and orthotics, eliminating the need to submit receipts for health related travel and strengthening relationships with service providers.

Sub-Program 1.3.4: Veterans Independence Program (VIP)

Description: This program provides funding to eligible Veterans, Reserve Force personnel on a period of Class A service or on a period of 180 days or less of Class B service in the Canadian Armed Forces, civilians, as well as survivors and primary caregivers so that they can access home and community care and support services to meet their physical, mental and social needs. This assistance allows them to remain healthy and independent in their own homes and communities. The services and benefits which may be funded include home care services and personal care (housekeeping, access to nutrition, grounds maintenance, ambulatory), home adaptations and transportation services. Veterans Independence Program housekeeping and/or grounds maintenance services are also available to eligible survivors and primary caregivers. This program is delivered through grants and contributions.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
348,778,905	334,517,075	330,150,715

Human Resources (FTEs)

2014–15	2015–16	2016–17
314.0	311.4	311.4

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans' needs for home care and support are met	% of Veterans Independence Program recipients who rely on the program to remain in their homes	80%	March 31, 2015
	% of Veterans and other recipients who report that the Veterans Independence Program meets their needs	80%	March 31, 2015

Planning Highlights

Streamlining Processes

The Department will continue to implement its streamlined up-front grant program for housekeeping and grounds maintenance benefits under the Veterans Independence Program.

Staff will be provided with enhanced decision-making authority for VIP claims that exceed maximum rates. This enhancement will reduce multiple levels of approval and result in decisions rendered more quickly.

Leveraging Technology

The program will continue to improve its use of technology to deliver services more efficiently. In 2015, a new Federal Health Claims Processing System contract will allow the Department to further streamline program delivery activities and strengthen our ability to monitor and track program standards and decisions.

Sub-Program 1.3.5: Intermediate and Long Term Care

Description: The program supports eligible Veterans and other individuals who require nursing home type care to meet their needs. The program works in cooperation with provincial agencies and long term care facilities to support eligible Veterans and other individuals in an appropriate long term care setting. This program is delivered through operating funds and contributions.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
284,232,450	276,282,959	268,702,319

Human Resources (FTEs)

2014–15	2015–16	2016–17
149.9	148.6	148.6

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans receive timely decisions on Long Term Care support	% of Long Term Care decisions completed within 10 weeks	80%	March 31, 2015

Planning Highlights

Streamlining Processes

The Veterans Independence Program and the Long Term Care Program are implementing a consolidated long term care application and nationally standardized decision letters for all Veterans applying for long term care. VAC staff will have the tools necessary to ensure Veterans receive timely decisions through a streamlined application process.

Leveraging Technology

Centralized mail and scanning projects will support VAC achieving a ten week service standard for decisions.

Improving Communication

VAC will continue to update its website to ensure that Veterans have access to up to date information on long term care.

Sub-Program 1.3.6: Ste. Anne's Hospital

Description: Ste. Anne's Hospital supports eligible Veterans, Canadian Armed Forces members and civilians so that their physical, mental and social needs are met. The Hospital provides high quality long term and respite care services as well as a vast range of programs to eligible Veterans and civilians. Through its Day Centre, it is able to offer support services to those still residing in their communities and through the Ste. Anne's Centre, it provides mental health services to Veterans and Canadian Armed Forces members. This program is delivered through operating funds.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
75,915,110	75,915,110	75,915,110

Human Resources (FTEs)

2014–15	2015–16	2016–17
729.3	729.3	729.3

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Eligible Veterans are provided with long term care and support services	% of patients who report they are very satisfied or satisfied on the satisfaction survey (global score)	80%	March 31, 2015
	Rate of complaints per 1,000 patient days	0.67	March 31, 2015

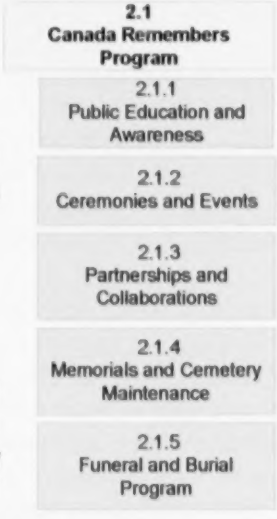
Planning Highlights

The Government of Canada is negotiating with the Government of Quebec to transfer Ste. Anne's Hospital. Working with its partners, the Department will ensure a smooth transition. Veterans will continue to have priority access to high quality care and services, and the interests of employees and official languages will continue to be key considerations. Under no circumstances will the level of care or language of choice be compromised.

Strategic Outcome 2

Canadians remember and demonstrate their recognition of all who served in Canada's efforts during war, military conflict and peace

Program 2.1: Canada Remembers Program



Description: Canadian Veterans and those who died in service have made valuable contributions to the development of Canada. Under the authority of P.C. Order 1965–688 this program ensures that Veterans and those who died in service are honoured and the memory of their sacrifices and achievements are preserved. Canada Remembers activities promote the following outcomes: Canadians are knowledgeable about the efforts of Veterans and those who died in service to Canada; Canadian military milestones and the Veterans who participated in them are publicly recognized; communities and other groups lead remembrance activities; symbols erected to honour Veterans and those who served are maintained in perpetuity on behalf of Canadians; and, the estates of eligible Veterans receive funeral and burial assistance. Encouraging pride in shared military history, celebrating the contributions and acknowledging the sacrifices of those who served, and preserving symbols to mark their courage all contribute to the Government of Canada's outcome of a vibrant Canadian culture and heritage. This program is delivered through operating funds, grants and contributions.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
50,034,622	50,034,622	43,112,623	42,700,623

Human Resources (FTEs)

2014–15	2015–16	2016–17
121.0	121.0	121.0

Performance Measurement

Program Expected Results	Performance Indicators	Targets	Date to be achieved
Canadian Veterans and those who died in service are honoured and the memory of their achievements and sacrifices is preserved	# of Canadians who participate in remembrance on Remembrance Day at the National Remembrance Day Ceremony in Ottawa and on VAC's Facebook page during the period surrounding Veterans' Week (October 21 to November 13)	140,000	March 31, 2015

Planning Highlights

Remembrance Programming

2014 marks the beginning of a heightened remembrance period (2014–20) which will see Canadians mark the 100th and 75th anniversaries of the First and Second World Wars. In addition to remembrance programming for these important anniversaries, VAC will also focus on Veterans' Week (November 5 to November 11) and other initiatives such as:

- the re-dedication of the National War Memorial;
- creating permanent altars for the Books of Remembrance in the Memorial Chamber in the Peace Tower, Parliament of Canada; and
- a new permanent Visitor Centre at the Canadian National Vimy Memorial in France.

Partnerships

VAC will establish new partnerships and build on existing partnerships to extend the reach of its remembrance programming.

Leveraging Technology

The Department will continue to use technologies and social media (e.g. Facebook, YouTube) to engage Canadians, especially youth, in remembrance.

Sub-Program 2.1.1: Public Education and Awareness

Description: Public knowledge is an essential component in honouring and preserving the memory of the achievements and sacrifices of Canadian Veterans and those who died in service. This activity increases knowledge by creating and distributing resources focusing on Canadian military history and remembrance, as well as promotional products such as posters and pins. Learning resources are distributed free of charge, multimedia and interactive tools are made available on the Canada Remembers website, and social media tools are used to expand VAC's reach. Knowledge and awareness is also fostered by supporting the Historica-Dominion Institute's Encounters with Canada program, providing interpretive guided tours to visitors at European sites and supporting summer-time guided tours which interpret the National War Memorial and the Tomb of the Unknown Soldier to visitors. This program is delivered through operating funds.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
9,445,894	5,150,494	5,317,934

Human Resources (FTEs)

2014–15	2015–16	2016–17
33.9	33.9	33.9

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Canadians, especially youth, have increased knowledge and understanding of the sacrifices and achievements of Canadian Veterans and those who died in service	% of educators using VAC educational resources who report increased youth knowledge and understanding of the sacrifices and achievements of Canadian Veterans and those who died in service	80%	March 31, 2015

Planning Highlights

Visitor Centre at the Canadian National Vimy Memorial

VAC will work with its partners to design and plan the construction of a permanent Visitor Centre at the Canadian National Vimy Memorial in Vimy, France. The new centre will be unveiled in 2017 to coincide with the centennial of the Battle of Vimy Ridge.

Learning Resources

VAC will develop and distribute public information and learning resources for Canadians, including youth and educators, to support commemoration activities linked to key milestones in 2014–15, such as the 100th and 75th anniversaries of the First and Second World Wars respectively and the end of the Canadian mission in Afghanistan.

As in previous years, VAC will continue to offer Veterans' Week materials, support the Canada Remembers theme week at Encounters with Canada, and build the Heroes Remember video library.

Sub-Program 2.1.2: Ceremonies and Events

Description: VAC organizes ceremonies and events, both in Canada and overseas, to remind Canadians of the legacy of those who served Canada and to demonstrate Canada's leadership in recognizing their service. VAC works closely with the voluntary sector, quasi-governmental and international organizations, including foreign, regional and local government institutions on commemorative events, including Veterans' Week and significant military milestones that honour those who made the ultimate sacrifice. VAC assists with burial ceremonies when remains of Canadian soldiers of the First or Second World War are discovered. World War and Korean War medals are also issued to recognize Veterans, as is the Minister of Veterans Affairs Commendation. This program uses operating funds and funding from the following transfer payment: Canadian Veterans Association of the United Kingdom Grant.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
5,601,491	5,297,651	5,469,875

Human Resources (FTEs)

2014–15	2015–16	2016–17
34.8	34.8	34.8

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Veterans, those who died in service, and important Canadian military milestones are publically recognized and marked regionally, nationally and internationally	# of national, regional and international remembrance ceremonies and events held to mark Canadian military milestones	800	March 31, 2015

Planning Highlights

Remembrance Ceremonies and Events

The National War Memorial will be re-dedicated to all those who served.

VAC will lead and support ceremonies and events in Canada and abroad to recognize and honour Canada's war dead and Veterans. Among others, these ceremonies and events will mark the centennial of the First World War and the 75th anniversary of the Second World War, the 70th anniversaries of D-Day and the Battle of Normandy and the Italian Campaign, as well as the end of the Canadian mission in Afghanistan. Overseas events will be held to allow Veterans and Canadians to visit battlefields abroad and to pay tribute to those who made the ultimate sacrifice.

The Department will support a contingent of Canadian Armed Forces members to represent Canada at Bastille Day events in Paris, France in July 2014. This event will symbolize the cooperation between Canada and France on their shared memories of twentieth-century conflicts.

Participation in Remembrance

VAC's goal in 2014 is to increase the participation of all Canadians, especially youth, in remembrance activities. This will be achieved through the use of learning resources and community events.

Sub-Program 2.1.3: Partnerships and Collaborations

Description: VAC partners with a variety of government departments, non-profit organizations, educational institutions, provincial and municipal governments and corporate entities that share mutual remembrance responsibilities or goals. These mutually supportive arrangements enable VAC to further extend its reach internationally, nationally and in communities across Canada (e.g. The Friends of Vimy in France, National Defence in Canada). VAC provides funding assistance for commemorative projects through the Community Engagement Partnership Fund, the Cenotaph/Monument Restoration Program and the Community War Memorial Program. This program uses operating funds and funding from the following transfer payments: Contributions under the Commemorative Partnerships Program, Commemorative Partnerships Grants and Contributions for the Community War Memorial Program.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
4,795,621	4,519,386	3,967,432

Human Resources (FTEs)

2014–15	2015–16	2016–17
9.3	9.3	9.3

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Canadians have increased opportunities to participate in remembrance activities	# of opportunities for Canadians to participate in remembrance activities	225[4]	March 31, 2015

Planning Highlights

Supporting Remembrance

To strengthen the administration of the Commemorative Partnership Program and to cut red tape for recipients and the Department, VAC will implement various enhancements such as providing payments in the form of grants in addition to contributions. This will position VAC to support the upcoming heightened period of remembrance (2014–2020).

[4] Funding agreements for commemorative projects through the Community Engagement Partnership Fund, the Cenotaph/Monument Restoration Program and the Community War Memorial Program.

Sub-Program 2.1.4: Memorial and Cemetery Maintenance

Description: This program preserves the memory of Canadians who served their country in war and peace by maintaining in perpetuity symbols of remembrance. This includes responsibility for the 14 World War memorials in Europe, grave markers all over the world and two departmental cemeteries in Canada. War memorials and graves of the over 110,000 war dead in Europe are cared for in collaboration with the Commonwealth War Graves Commission. An annual grant is also provided for the maintenance of the graves of Canadian war dead buried in Korea. Two unique memorials to those who died in service to Canada, the Canadian Virtual War Memorial and the Books of Remembrance are also maintained through this program. This program uses operating funds and funding from the following transfer payments: Commonwealth War Graves Commission and United Nations Memorial Cemetery in Korea.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
18,046,972	16,940,383	17,142,507

Human Resources (FTEs)

2014–15	2015–16	2016–17
40.9	40.9	40.9

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Memorials, gravemarkers and cemeteries for which VAC is responsible are maintained in accordance with the Commonwealth War Graves Commission's standards and VAC's National Technical Maintenance Manual on behalf of all Canadians	Number of gravemarkers maintained in accordance with the standards of VAC's National Technical Maintenance Manual	7,000	March 31, 2015
	% of overseas memorial maintenance work completed in accordance with the Commonwealth War Graves Commission's standards as identified in annual agreement with service provider	85%	March 31, 2015

Planning Highlights

Maintaining Memorials, Cemeteries and Grave Markers

VAC will continue to maintain and preserve its memorials, cemeteries and grave markers, both in Canada and overseas.

The Department will continue working with stakeholders regarding VAC's role in the care and maintenance of memorials and grave sites.

Sub-Program 2.1.5: Funeral and Burial Program

Description: This program provides financial assistance toward funeral, burial and grave marking expenses of eligible Veterans to recognize their service to Canada. Under the *Veterans' Burial Regulations 2005*, assistance is available for deceased service-qualified Veterans whose deaths are a result of their service or whose estates do not have sufficient funds for a dignified funeral, burial and grave marking. The Funeral and Burial Program is administered by the Last Post Fund, an independent, non-profit organization, on behalf of Veterans Affairs Canada. This program uses operating funds and funding from the following transfer payment: Last Post Fund.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
12,144,644	11,204,709	10,802,875

Human Resources (FTEs)

2014–15	2015–16	2016–17
2.1	2.1	2.1

Performance Measurement

Sub-Program Expected Results	Performance Indicators	Targets	Date to be achieved
Financial support is provided to eligible Veterans for funeral and burial expenses	% of time decisions are made and payments processed for means-tested funeral and burial benefits within the published service standard of 30 calendar days	80%	March 31, 2015

Planning Highlights

Enhancements made in 2013–14 included more than doubling the funding for funerals from $3,600 to $7,386, and making the criteria for eligible expenses more flexible. The Department will continue working with stakeholders to increase awareness of these changes.

The Department will continue to cover the cost of burial for eligible Veterans who qualify for the program.

VAC will monitor the Funeral and Burial Program to determine if further improvements are needed.

Strategic Outcome 3

Veterans' rights to services and benefits that address their needs are considered by the Veterans Affairs Portfolio

Program 3.1: Veterans Ombudsman

3.1
Veterans Ombudsman

Description: This program provides an independent and impartial opportunity to review complaints submitted by Veterans and other individuals (war service Veterans, Veterans and serving members of the Canadian Armed Forces [Regular and Reserve], members and former members of the Royal Canadian Mounted Police, spouses, common-law partners, survivors and primary caregivers, other eligible dependants and family members, other eligible individuals and representatives of the afore-mentioned groups). It promotes fair and equitable treatment in accessing the services, benefits and programs from Veterans Affairs Canada. This is accomplished by: providing them with information and referrals to facilitate their access to programs and services; reviewing and addressing complaints arising from the Veterans Bill of Rights and decisions on benefits and services for which there is no right to appeal to the Veterans Review and Appeal Board; reviewing systemic issues related to the Veterans Review and Appeal Board; and identifying and reviewing emerging and systemic issues related to the provisions of the Department's programs and services and providing information and recommendations to the Minister in relation to those issues. This program is delivered through operating funds.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
5,790,009	5,790,009	5,790,009	5,790,009

Human Resources (FTEs)

2014–15	2015–16	2016–17
38.0	38.0	38.0

Performance Measurement

Program Expected Results	Performance Indicators	Targets	Date to be achieved
The needs of Veterans and other individuals are addressed through Veterans Affairs programs and services	% of issues raised by Veterans and other individuals that are being addressed by the OVO	80%	March 31, 2015
	% of recommendations raised by the OVO that are accepted by Veterans Affairs	80%	March 31, 2015

Planning Highlights

The Office of the Veterans Ombudsman will continue to provide direct assistance through early intervention activities so that complaints, information requests and referrals are resolved in a timely and appropriate manner.

The OVO will focus on addressing emerging issues, reviewing and reporting on systemic issues related to VAC programs, and assessing and contributing to the resolution of issues which are complex in nature.

By maintaining public consultation initiatives (including web-based approaches, town halls and speaking platforms) aimed at engaging Veterans, their families as well as other individuals served by VAC, the OVO will be better able to identify and inform all Veterans and other individuals on issues of concern and emerging priorities.

The OVO will continue to use social media forums (such as Facebook, Twitter and blogs) as an instrument to have discussions and inform Veterans, their families, RCMP and Canadians on Veterans issues.

To further promote the well being of all Veterans, the OVO will continue to work with the Veterans Ombudsman Advisory Council.

Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
66,079,710	66,079,710	64,546,771	64,252,005

Human Resources (FTEs)

2014–15	2015–16	2016–17
611.0	581.0	581.0

Planning Highlights

Internal Service Delivery

The Department is continuing to implement a modernized internal service delivery model that will reduce duplication and increase overall efficiencies. Key activities include:

- Building on the Information Technology and Information Management initiatives already in place, continuing to align internal services with Government of Canada Standardization of Back Office Services and Systems.
- Being ahead of the curve on Finance Transformation by becoming an early adopter of the GOC core financial system.
- Transitioning Finance and Human Resources (HR) processing toward automated transactions as much as possible, within a robust management control framework.
- Strengthening financial costing and forecasting, while continuing with the Chief Financial Officer Attestation function, advising on the financial impact of key departmental decisions.

- Increasing financial and HR strategic advisory services to ensure the effective, efficient and economical use of resources.

Federal Sustainable Development Strategy

VAC is a participant in the 2013–16 Federal Sustainable Development Strategy, contributing to Theme IV (Greening Government Operations) targets through the Internal Services program.

Details on Veterans Affairs Canada's activities can be found in the Greening Government Operations Supplementary Information Table[xvi].

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of the Veterans Affairs Canada's operations. The forecasted financial information on expenses and revenues are prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on the Veterans Affairs Canada's website[xvii].

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31 ($ millions)

Financial Information	Estimated Results 2013–14	Planned Results 2014–15	Change
Total expenses	3,619.5	3,616.3	(3.2)
Total revenues			0
Net cost of operations	3,619.5	3,616.3	(3.2)

The estimated net cost of operations for 2014–2015 is $3,616.3 million. Approximately 91% of planned spending for 2014–15 is paid directly to or on behalf of the people VAC serves in the form of compensation and financial support, health care and commemoration.

Please visit the Department's website for complete information on Veterans Affairs Canada's Financial Statements[xviii].

List of Supplementary Information Tables

The supplementary information tables listed in the *2014–15 Report on Plans and Priorities* can be found on the Veterans Affairs Canada's website[xix].

- Details on Transfer Payment Programs;
- Disclosure of Transfer Payment Programs under 5 million;
- Greening Government Operations; and
- Upcoming Internal Audits and Evaluations over the next three fiscal years.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[xx] publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

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Veterans Ombudsman
134 Kent Street
P.O. Box 66
Charlottetown PE C1A 7K2

Toll free: **1–877–330–4343**
www.ombudsman-veterans.gc.ca

Endnotes

i. *Treasury Board Secretariat Estimates Publications and Appropriation Acts*, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp

ii. Selected Departmental Performance Reports for 2008–2009 - Department of Industry, Department of Transport. Report of the Standing Committee on Public Accounts, September 2010, http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0.

iii. Strengthening Parliamentary Scrutiny of Estimates and Supply. Report of the Standing Committee on Government and Operations Estimates, June 2012, http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl=41&Ses=1.

iv. Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

v. *Department of Veterans Affairs Act*, http://laws.justice.gc.ca/eng/acts/V-1/index.html

vi. *Canadian Forces Members and Veterans Re-establishment and Compensation Act*, http://laws-lois.justice.gc.ca/eng/acts/C-16.8/

vii. *Pension Act*, http://laws-lois.justice.gc.ca/eng/acts/p-6/index.html

viii. Veterans Bill of Rights, http://www.ombudsman-veterans.gc.ca/rights-droits-eng.cfm

ix. *Access to Information Act*, http://laws-lois.justice.gc.ca/eng/acts/a-1/

x. *Privacy Act*, http://laws-lois.justice.gc.ca/eng/acts/p-21/

xi. Whole-of-Government Spending Areas, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

xii. 2014–15 Main Estimates, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp

xiii. 2013–16 Federal Sustainable Development Strategy, http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=A22718BA-1

xiv. Departmental Website, http://www.veterans.gc.ca/eng/department/reports/sustain

xv. Federal Sustainable Development Strategy, http://www.ec.gc.ca/dd-sd/Default.asp?lang=En&n=C2844D2D-1

xvi. Greening Government Operations Supplementary Information Table, http://www.veterans.gc.ca/eng/about-us/reports/report-on-plans-and-priorities/2014-2015/supplementary-tables/ggo-eog

xvii. Future oriented Statement of Operations, http://www.veterans.gc.ca/eng/about-us/reports/future-oriented-financial-statements

xviii. Financial Statements, http://www.veterans.gc.ca/eng/about-us/reports/departmental-financial-statements

xix. Supplementary Information Tables, http://www.veterans.gc.ca/eng/about-us/reports/report-on-plans-and-priorities/2014-2015

xx. Government of Canada Tax Expenditures, http://www.fin.gc.ca/purl/taxexp-eng.asp